

## Exploring the Relationship between Entrepreneurial Orientation and Performance of Agribusiness SMEs in Balikpapan

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### Abstract

Micro, Small, and Medium Enterprises (MSMEs) are integral to Indonesia's economic development, comprising a vast majority of national business entities and significantly contributing to the GDP. Despite their importance, MSMEs face challenges in a highly competitive landscape, exacerbated by foreign competition. This study focuses on Agribusiness MSMEs in Balikpapan City, aiming to analyze their entrepreneurial orientation and business performance while identifying factors influencing this relationship. Employing a quantitative approach, data was collected through structured questionnaires from registered MSMEs. The analysis, conducted using Partial Least Square Structural Equation Modeling (PLS-SEM), reveals that innovation, proactiveness, and autonomy significantly influence business performance, while competitiveness and risk-taking do not. The findings underscore the pivotal role of innovation in enhancing SME performance, providing insights for policymakers and managers to support SME growth and sustainability. Despite its contributions, the study has limitations, including its focus on a specific sector and reliance on qualitative data. Future research could explore comparative studies across industries, integrate quantitative methods, and investigate the role of government policies in fostering SME innovation. Overall, this research contributes to understanding the relationship between innovation and SME performance, guiding strategies to support SMEs in Balikpapan and beyond.

**Keywords :** MSMEs, Agribusiness, Entrepreneurial Orientation, Business Performance, Innovation.



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## 1. Introduction

In the economic development of Indonesia, Micro, Small, and Medium Enterprises (MSMEs) play a highly strategic and significant role. MSMEs comprise 99.99% of all national business entities, totaling approximately 62.9 million units, contributing around 61.075 of the total GDP (Kemenkop, 2018). MSMEs are crucial components of both national and regional economies. Their importance can be gauged from their large number in various industries, significant employment absorption, and contributions to GDP formation (Haryana, 2020). According to data from the Arnanto & Mei Mei (2023), the number of MSME industries in Indonesia reached over 64 million in 2019, employing around 117 million workers and contributing 61% to GDP.

The contribution of MSMEs to GDP originates from several economic sectors. According to Bank Indonesia (2015), these sectors include agriculture (farming, livestock, forestry, and fisheries) at 48.85%; manufacturing industry at 6.41%; marketing sector (trade, restaurants, and hotels) at 28.83%; and support services (communication, financial, rental, and other services) at 13.77%. While MSMEs have proven to be significant contributors to the economy, they still face challenges and constraints in their development. Presently, the landscape for micro, small, and medium enterprises is highly competitive, compounded by the presence of foreign products. Additionally, MSMEs encounter obstacles for which relevant solutions within the business environment have yet to be found.

The city government of Balikpapan has responded to the economic conditions reliant on non-renewable natural resources such as mining, oil, and gas, which will eventually be depleted. Therefore, government support is necessary. Balikpapan City must early on prepare new ideas based on local and renewable resources, with the potential to develop and position MSMEs to create an economic structure. The autonomy of MSMEs plays a role in supporting economic growth and can improve the living standards of the entire community, especially in Balikpapan. The anticipated autonomy involves opportunities that can be created by members and communities involved in MSMEs to enhance their economic livelihoods.

Previous research addressing MSMEs in Balikpapan, titled "Efforts of Empowerment of Micro, Small, and Medium Enterprises (MSMEs) Based on Sharia in Balikpapan City," concluded that the empowerment efforts provided by the Department of Cooperatives, MSMEs, and Industry of Balikpapan City to Sharia-Based MSMEs still remain general for all Sharia-Based MSMEs. These efforts include empowerment through human resource development for Sharia-Based MSMEs in the form of training and workshops, marketing empowerment through activities such as exhibitions, bazaars, partnership meetings, facilitation of funding through meetings with various funding sources such as banks, state-owned enterprises (BUMN), and corporate social responsibility (CSR) companies, technology utilization enhancement through machine training and e-commerce training, and facilitation of licensing ease through assistance to become fostered MSMEs and training in halal certification systems to facilitate obtaining halal certificates (Sukman, 2021).

Another study conducted by Darya (2012) titled "The Influence of Environmental Uncertainty and Entrepreneurship Characteristics on Business Competence and Performance of Micro and Small Enterprises (MSEs) in Balikpapan City" explained that entrepreneurial characteristics variables, including the ability to cope with failure, adaptability to change, desire for growth, desire for excellence, and acquisition of new knowledge, significantly and positively influence the business competence and performance of Micro and Small Enterprises (MSEs) in Balikpapan.

Meanwhile, research on Agribusiness MSMEs titled "The research results found that Entrepreneurship orientation directly affects marketing performance in MSMEs in Tangerang Regency." The indicators that most influence are innovation, proactivity, risk-taking, and autonomy. Marketing capabilities consist of three indicators: static marketing capabilities, dynamic marketing capabilities, and adaptive marketing capabilities. Marketing capabilities do not significantly influence marketing performance (Diah Arumsari, 2023).

Based on the above, the objectives of this research are to analyze the entrepreneurial orientation of Agribusiness MSMEs in Balikpapan City, analyze the business performance of Agribusiness MSMEs in Balikpapan, analyze the relationship between entrepreneurial orientation and business performance of Agribusiness MSMEs in Balikpapan, and identify factors influencing the relationship between entrepreneurial orientation and business performance of Agribusiness MSMEs in Balikpapan. To achieve these research objectives, the following research questions need to be addressed:

- RQ: How does entrepreneurial orientation influence the business performance of Agribusiness MSMEs in Balikpapan?
- RQ: What is the relationship between entrepreneurial orientation and business performance of Agribusiness MSMEs in Balikpapan?
- RQ: What are the factors influencing the relationship between entrepreneurial orientation and business performance of Agribusiness MSMEs in Balikpapan?

## **2. Literature Review**

### **2.1 Business Performance**

Business performance, as defined by Rosmansyah (2021), is the culmination of a company's quantitative and qualitative performance over time. It signifies the level of achievement or performance of a company or individual during a specific timeframe and holds immense significance as it directly relates to a company's ability to measure the attainment of its business objectives. The consistent monitoring of business performance allows companies to assess the effectiveness of their strategies and make timely adjustments to ensure alignment with overarching business goals (McAdam & Bailie, 2002; Rozi et al., 2020). Additionally, business performance serves as a crucial tool in providing investors and potential stakeholders with essential insights into the company's intrinsic value and future profitability prospects. Through thorough performance analysis, companies can instill confidence in investors by showcasing operational efficiency, growth potential, and the ability to generate sustainable returns (Lin et al., 2009; Ramaswamy & Gouillart, 2010; Silitonga et al., 2020). Moreover, a profound understanding of business performance facilitates proactive risk management, enabling companies to identify vulnerabilities and capitalize on opportunities in dynamic market environments. By leveraging data-driven insights derived from performance metrics, companies can optimize resource allocation, enhance operational efficiency, and maintain a competitive edge in their respective industries (Chatterjee et al., 2021; Henke & Jacques Bughin, 2016). Therefore, fostering a culture of continuous improvement and strategic adaptation based on robust performance evaluation is imperative for long-term success and resilience in today's ever-evolving business landscape.

Business performance encompasses both quantitative and qualitative measures to evaluate the effectiveness of a company or individual's operations over a specified duration, as noted by Rosmansyah (2021). It involves a comprehensive assessment of various aspects, including financial metrics, market competitiveness, operational efficiency, innovation, customer satisfaction, and organizational reputation. Quantitative indicators such as revenue growth, profit margins, return on investment, and market share provide tangible insights into the financial health and market positioning of the entity. On the other hand, qualitative measures delve into intangible factors like brand perception, employee morale, stakeholder relationships, and adherence to ethical standards, significantly influencing long-term sustainability and resilience. A nuanced understanding of business performance requires the integration of both quantitative and qualitative data to gain a holistic view of an entity's overall health and trajectory. By leveraging this comprehensive evaluation, businesses can identify strengths, weaknesses, opportunities, and threats, enabling informed decision-making, strategic planning, and continuous improvement initiatives. Thus, business performance serves as a pivotal yardstick for assessing the effectiveness of management strategies, guiding resource allocation, and fostering sustainable growth in today's ever-evolving economic landscape.

Rahayu (2013) outlines three key indicators for assessing business performance. Firstly, sales increase reflects the rise in the number of purchases made by customers for the company's goods, indicating the company's ability to attract and retain customers. Secondly, sales growth measures the escalation of product sales over time, showcasing the company's market expansion and demand for its offerings. Thirdly, profit increase signifies the rise in the company's revenue resulting from increased client purchases, highlighting the company's efficiency in generating profits while meeting consumer demands. Additionally, satisfactory growth encompasses the enhancement in consumer purchases, gauged by factors like average consumption rate and sales volume, reflecting the company's ability to maintain and grow its customer base, ensuring sustained profitability and market relevance (Kotler et al., 2002; Sari et al., 2021).

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## **2.2 Entrepreneurial Orientation**

Entrepreneurial orientation (EO) encapsulates the mindset and behaviors exhibited by business owners, encompassing risk-taking, fostering innovation, and engaging in competitive strategies to secure an edge over rivals (Backman & Drevell, 2022; Dele-Ijagbulu, 2019; Desai, 2019). This orientation is shaped by a multitude of factors including experience, knowledge, environmental influences, and motivation. Those possessing a robust entrepreneurial orientation demonstrate a heightened readiness to embrace risk in the pursuit of novel business concepts, the exploration of emerging market niches, and the continuous innovation of products or services (Guo & Jiang, 2020; Wasik et al., 2023). EO thus serves as a pivotal determinant of an entity's capacity to adapt and thrive within dynamic market landscapes. By instilling a culture of entrepreneurial thinking, organizations can cultivate an environment conducive to experimentation, creativity, and resilience, thereby fostering sustainable growth and competitiveness in the ever-evolving business arena.

Entrepreneurial orientation, a concept extensively studied in the realm of entrepreneurship, holds significant relevance not only for aspiring entrepreneurs seeking to establish their ventures but also for individuals and organizations striving to foster innovation, creativity, and adaptability within established frameworks (Covin & Miller, 2014; Hooi et al., 2016). This multifaceted trait encompasses a mindset geared towards seizing opportunities, taking calculated risks, and pursuing novel ideas, irrespective of organizational boundaries. Weerawardena & Mort (2012) highlight its enduring importance as a catalyst for organizational growth and competitive advantage. Recognizing the dynamic nature of contemporary business landscapes, entrepreneurial orientation serves as a guiding principle for instigating change, driving continuous improvement, and navigating uncertainties. Its application transcends the traditional notion of entrepreneurship, permeating diverse sectors and organizational structures. Whether fostering intrapreneurial initiatives within corporations or fostering a culture of innovation in non-profit entities, the principles of entrepreneurial orientation offer a blueprint for sustained success and resilience in an ever-evolving global economy.

Entrepreneurial orientation encompasses five crucial elements essential for success in the dynamic business landscape (Rauch et al., 2009; Wales et al., 2013). First and foremost, innovation is paramount. This involves fostering an environment that encourages the generation of novel ideas, experimentation, and creative processes, ultimately leading to the development of innovative products, services, or technological advancements. Proactiveness is equally vital, signifying the capacity to anticipate future trends and outcomes methodically, enabling entrepreneurs to navigate uncertainties proactively rather than reactively. Moreover, risk-taking propensity plays a significant role, showcasing the willingness to embrace uncertainty and venture into uncharted territories, a trait particularly pronounced among entrepreneurs. Competitive aggressiveness further underscores entrepreneurial prowess, emphasizing the pursuit of rapid growth and market dominance through assertive competitive strategies across various dimensions such as pricing, quality, service, promotion, and innovation. Finally, autonomy emerges as a defining characteristic, granting individuals the freedom to make decisions independently, unfettered by external directives. This autonomy enables entrepreneurs to manifest their vision and competence, crucial elements in steering their ventures towards success amidst inherent business risks. In essence, entrepreneurs, as articulated by Komisar & Lineback (2001), are individuals adept at orchestrating, managing, and shouldering the inherent risks of business, epitomizing the entrepreneurial spirit essential for navigating today's competitive landscape.

### **3. Method**

The method employed in this study is quantitative, which involves using numerical data to describe and analyze a phenomenon (Supriatin et al., 2022). It can also be understood as a measurement of quantitative data and objective statistics using scientific research derived from a sample of respondents asked to answer a questionnaire or determine the frequency and presentation of responses. Data collection was done through a questionnaire designed to meet the objectives and prerequisites of this research, utilizing a combination of conventional assessment and sampling methods. The structured questionnaire was designed to cover the demographics of Agribusiness SMEs along with entrepreneurial orientation and business performance. The sampling technique used in this research is non-probability sampling, specifically purposive sampling, meaning not all members of the population have an equal chance of being selected as a sample, hence the application of specific criteria and considerations in sample selection. Characteristics of respondents in this study include: a) being registered with the Department of Cooperatives and SMEs of Balikpapan City, b) meeting the criteria of SMEs according to Law No. 20 of 2008, and c) being willing to complete the provided questionnaire.

The questionnaire is divided into three sections: the first section includes demographic details related to the company; the second section focuses on business performance, while the third section covers dimensions of entrepreneurial orientation such as innovation, risk-taking ability, competitive ability, and autonomy. Respondents are instructed to respond on a 5-point Likert scale (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree). The questionnaire framework can be viewed at the following link: <https://forms.gle/fB7Wf12ngYahsGV87>.

This study falls into the category of explanatory research, aimed at analyzing the relationship between one variable and another, or how one variable influences another (Sekaran & Bougie, 2019). Quantitative method is chosen in this study as it fulfills scientific criteria, namely being concrete/empirical, objective, measurable, rational, and systematic (Sugiyono, 2017). The variables obtained in this research are analyzed using Partial Least Square Structural Equation Modeling (PLS-SEM). PLS-SEM has become a trend among researchers as an alternative because it has looser requirements and is easy to understand (Sarwono & Narimawati, 2015). PLS-SEM does not rely on normality assumptions as it is a non-parametric statistic (Ghozali & Latan, 2012). The component-based data analysis approach with PLS-SEM allows researchers to simultaneously test cause-and-effect relationships between observed variables (Latan et al., 2018). PLS-SEM analysis provides less contradictory results than regression analysis in detecting mediation effects (Ramli et al., 2018). Three reasons for using PLS-SEM are small sample size, non-normal data, and model complexity (Ramli et al., 2018).

### **4. Result and Discussion**

This research utilizes one dependent variable (Performance of Agribusiness SMEs in Balikpapan) and five independent variables (Innovation, Proactiveness, Risk-taking Ability, Competitiveness, and Autonomy). The initial testing conducted in this study is the validity test, which assesses the degree of accuracy of the research instrument in measuring the actual content. Validity testing is a procedure used to demonstrate the extent to which the measurement instrument employed in a study reflects what it intends to measure. According to Ghozali (2011), validity testing is utilized to evaluate whether a questionnaire is valid or not. A questionnaire is deemed valid if the questions within it can effectively capture what the questionnaire seeks to measure. In this research, the validity testing results can be observed from the outer loading values in the following table.

**Table 1. Convergent Validity**

<b>Item</b>	<b>Variable</b>	<b>Outer Loading</b>
X1.1	Innovation	0.977
X1.2		0.972
X1.3		0.975
X2.1	Risk Taking	0.811
X2.2		0.913
X2.3		0.931
X2.4		0.878
X3.1	Pro-Activeness	0.805
X3.2		0.791
X3.3		0.870
X3.4		0.849
X3.5		0.920
X3.6		0.905
X3.7		0.806
X4.1	Competitive Aggressiveness	0.890
X4.2		0.935
X4.3		0.935
X4.4		0.950
X4.5		0.864
X5.1	Autonomy	0.921
X5.2		0.830
X5.3		0.852
Y.1	Business performance	0.960
Y.2		0.957

The results in Table 1 above demonstrate the validity of indicators X1.1, X1.2, and X1.3 in measuring the innovation variable of Agribusiness MSMEs in Balikpapan. Similarly, indicators X2.1, X2.2, X2.3, and X2.4 are valid in measuring the risk-taking variable. Indicators X3.1, X3.2, X3.4, X3.5, X3.6, and X3.7 effectively measure the proactiveness variable in MSMEs. Furthermore, indicators X4.1, X4.2, X4.3, X4.4, and X4.5 are valid in gauging the competitiveness aggressiveness variable of MSMEs. Indicators X5.1, X5.2, and X5.3 are valid measures of the

autonomy variable. Additionally, indicators Y.1 and Y.2 are also valid in assessing the performance variable of MSMEs.

Table 2. Reliability Test

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Autonomy	0.839	0.879	0.902	0.755
Business Performance	0.911	0.912	0.958	0.919
Competitive Aggressiveness	0.951	0.953	0.963	0.838
Innovation	0.974	0.974	0.983	0.950
Pro-Activeness	0.936	0.946	0.948	0.724
Risk Taking	0.906	0.916	0.935	0.782

The results of composite reliability analysis indicate that overall, the variables of Innovation (X1), Proactive (X2), Risk (X3), Autonomous (X4), and Competitive (X5) exhibit acceptable levels of reliability, or indicators measuring variable consistency. Good convergent validity is achieved when the Average Variance Extracted (AVE) value exceeds 0.05. Since the AVE values for each variable are greater than 0.05, this measurement can be considered valid. Successful testing of discriminant validity demonstrates that a test of one concept does not highly correlate with tests designed to measure theoretically different concepts. While no standard value is set for discriminant validity, results below 0.70 suggest possible overlap between two scales. Conversely, results above 0.70 indicate significant overlap between the two constructs, rendering discriminant validity between them uncertain. In scientific research, testing discriminant validity can be conducted using Fornell-Larcker criteria and cross-loading. In the Fornell-Larcker test, discriminant validity is deemed satisfactory if the square root of the Average Variance Extracted (AVE) for each construct exceeds its correlations with other latent variables. Meanwhile, in cross-loading tests, indicator values for a construct must surpass those of other constructs. In the context of scientific research, assessing discriminant validity is crucial to ensure that the measured concepts are truly distinct from one another, thereby enhancing the reliability and validity of research findings.

Table 3. HTMT

	Competitive Aggressiveness	Innovation	Bussines Performance	Autonomy	Pro-Activeness	Risk Taking
Competitive Aggressiveness						
Innovation	0.733					
Bussines Performance	0.785	1.023				
Autonomy	0.797	0.514	0.567			
Pro-Activeness	0.853	0.764	0.661	0.543		
Risk Taking	0.698	0.713	0.769	0.584	0.763	

The Heterotrait-Monotrait Ratio of Correlations (HTMT) is a measure utilized to assess the discriminant validity of latent variables in Structural Equation Modeling (SEM). Discriminant

validity ensures that two constructs representing different theoretical concepts are statistically distinct. HTMT serves as a measure of similarity between latent variables, and if it is clearly smaller than one, discriminant validity can be considered established. In many practical situations, a threshold of 0.85 reliably distinguishes between pairs of latent variables with valid discriminant validity and those without. Test results of HTMT indicate values below 0.9, indicating that convergent validity is met.

Table 4. Path Value

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Autonomy -> Business Performance	-0.003	-0.010	0.099	0.035	0.000
Competitive Aggressiveness -> Business Performance	0.539	0.534	0.090	5.998	0.535
Innovation -> Business Performance	0.013	0.020	0.078	0.169	0.000
Pro-Activeness -> Business Performance	0.515	0.516	0.114	4.515	0.000
Risk Taking -> Business Performance	0.088	-0.084	0.047	1.861	0.629

The analysis results revealed a Path Value of 0.535 indicating the influence of competitive aggressiveness variable on SME performance. This implies that the competitive variable does not significantly affect SME performance as its P value exceeds 0.05. Similarly, the Risk variable also exhibits a P value of 0.629, indicating insignificance. On the other hand, variables such as Innovation, Autonomy, and Proactiveness demonstrate significant influence on SME performance in Balikpapan.



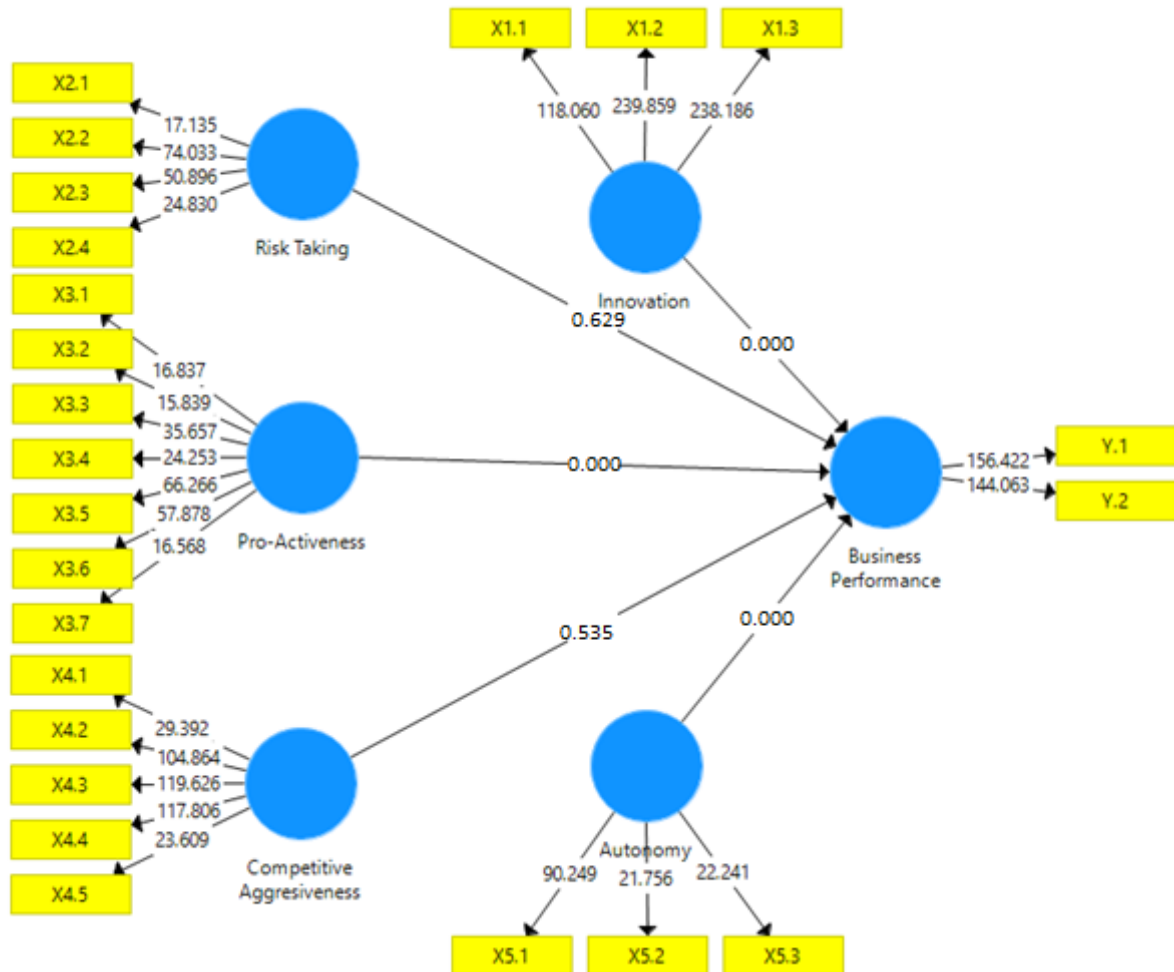


Figure 1. Structural Model of The Performance of Small and Medium Enterprises (SMEs) in Balikpapan

In the depicted image, it is evident that the variable of innovation holds a significant impact on the performance of Small and Medium-sized Enterprises (SMEs) in the Agribusiness sector in Balikpapan. Several reasons underline the influence of innovation on SME performance. Firstly, innovation fosters competitive advantage by enabling SMEs to differentiate themselves from competitors through unique products, services, or business processes. By introducing innovative solutions, SMEs can attract customers, enhance market share, and establish competitive superiority. Additionally, innovation facilitates market adaptation, allowing SMEs to respond to evolving market demands and emerging trends. Continuously improving their products or services enables SMEs to meet the ever-changing needs and preferences of customers, thus remaining relevant and seizing new market opportunities. Furthermore, innovative processes and technologies enhance operational efficiency within SMEs. Streamlining operations, automating tasks, or implementing cost-saving measures can boost productivity, reduce costs, and optimize resource utilization, thereby positively impacting overall SME performance and profitability.

Moreover, innovation plays a crucial role in the growth and expansion of SMEs. Introducing innovative products, entering new markets, or adopting disruptive business models enable SMEs to seize growth opportunities. Innovation-driven growth empowers SMEs to enhance their market presence, generate higher revenues, and achieve sustainable business development. Collaboration and networking also foster innovation, as SMEs actively engaged in partnerships, collaborations,

or open innovation practices can access external expertise, resources, and knowledge. Such collaborations enable SMEs to leverage the strengths of various stakeholders, expedite innovation processes, and enhance their overall performance. It is noteworthy that for SMEs to fully harness the benefits of innovation, they need to cultivate an innovation culture, foster creativity among employees, allocate resources for research and development, and stay abreast of market trends and customer feedback. Additionally, innovation must align with strategic goals and the capabilities of SMEs to maximize its impact on their performance.

## **5. Conclusion**

The research underscores the pivotal role of innovation in enhancing the performance of Small and Medium-sized Enterprises (SMEs) in the Agribusiness sector in Balikpapan City. Through innovation, SMEs can achieve competitive advantage, adapt to market dynamics, improve operational efficiency, foster growth and expansion, and facilitate collaboration and networking. By embracing innovation, SMEs can not only thrive in a competitive market environment but also sustain long-term success.

Despite the significant findings, the research may have certain limitations. Firstly, the study primarily focuses on the Agribusiness sector in Balikpapan, which may limit the generalizability of the findings to other industries or regions. Additionally, the research primarily relies on qualitative data, which may lack the depth and breadth provided by quantitative analysis. Moreover, the study may face limitations in capturing the diverse perspectives and experiences of SMEs, as well as the dynamic nature of innovation within the sector.

Future research endeavors could address these limitations and further enhance our understanding of the relationship between innovation and SME performance. Firstly, conducting comparative studies across different industries and regions could provide valuable insights into the contextual factors influencing the impact of innovation on SMEs. Additionally, integrating quantitative methods, such as surveys or econometric analysis, could offer a more comprehensive understanding of the quantitative effects of innovation on SME performance. Furthermore, longitudinal studies tracking the innovation trajectories of SMEs over time could shed light on the evolving nature of innovation within the sector. Exploring the role of government policies, industry regulations, and institutional support in fostering innovation among SMEs could also be a fruitful avenue for future research. Overall, future research endeavors should strive to provide actionable insights that can inform policy-making, managerial practices, and strategic decision-making to support the growth and sustainability of SMEs in the Agribusiness sector and beyond.

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